

**FEDERAL CITY PERFORMING ARTS ASSOCIATION
BOARD OF DIRECTORS MEETING
June 8, 1994
Levine School**

MINUTES

Directors: Present: Boykin, Brayton, Dorr, Fiorito, Gerard,
Madigan, Smith, Streit, Wheeler, Ziskind
Absent: Wolfe (no proxy assigned)

Staff: McClelland

Candidates: de Keyser, Greenwald

The meeting began at 7:35 P.M.

REVIEW OF MAY 21, 1994 MINUTES

Motion to approve minutes: Brayton. Second: Ziskind. Unanimously approved.

PROPOSED FISCAL YEAR 1995 BUDGET

McClelland delivered the presentation on the proposed fiscal year 1995 budget. Discussion ensued involving clarification of certain items in the proposed budget.

Ziskind asked whether the Board is raising dues because of increased Membership revenue figures reflected for fiscal 1995 over fiscal 1994. McClelland responded no, clarifying that Membership revenues include Capital Club dues.

Brayton asked about the \$3,220 budgeted for studio recording. According to McClelland, this is for additional recording for Potomac Fever and reflects recording costs only.

Line item 601 reflects the computer purchase, which will be treated as a capital expense.

Madigan asked about the costs for the second run of reproducing CDs. McClelland responded that ordering a second run means the first run sold out and we will use the resulting profit to fund the cost of the second run. When second run costs are actually incurred, they will be reflected in the budget.

Streit asked what went into the travel for fiscal year 1994. McClelland answered, the buses for the trip to L.A.

Ziskind asked whether we budgeted \$1,000 for travel for Holloway. in fiscal 1995. Although this was discussed at the budget meeting, it is not reflected in the proposed budget. McClelland cautioned that we expect an expensive year next year because of our move to the Lincoln Theatre for the Holiday and Spring concerts. Therefore, budgeting for an item does not mean that we can spend for it. Brayton suggested that the \$1,000 was provided for as a supplement to Jim's salary.

Ziskind stated that if you don't do fundraising, then there are no funds available for travel, sets, costumes, etc. The assumption for any budgeted expense item is that there will be money available to pay for it. Therefore, Ziskind fails to see why travel should not be reflected in the budget along with the other proposed expenses already reflected. Dorr noted that McClelland is trying to minimize surprises. McClelland agreed to reflect the \$1,000 expense and noted that this added expense would bring us even closer to just breaking even for fiscal 1995.

Dorr asked whether the budget reflected that L.A. travel money comes out of restricted funds. He found the appropriate place in the previous minutes where the Board voted on a specific amount to be applied from restricted fund proceeds to pay for the buses in L.A.

McClelland focused the Board's attention on his last note on the cover sheet to the financial statement which asks that all purchases over \$300 must have advance approval.

Greenwald asked what scholarships are used for. They are used to cover the costs of tuxedos, dues, and members' travel expenses.

Motion to approve the fiscal year 1995 budget: Dorr Second: Brayton. The motion unanimously passed.

FINANCIAL REPORT

McClelland delivered the report, stating that the '93 Holiday concert made approximately \$13,000; the '94 Spring concert lost only approximately \$2,000, phenomenal for that type of production from a historical point of view, and our budget for the '94 Pride concert anticipates a loss of \$1,000. Brayton noted that we hardly ever sell out the Pride concert. McClelland reports that by the end of June, we will erase the approximate \$2,000 deficit we are carrying for CD expenses and every sale thereafter will be at a profit.

It was reported that 21 members are in arrears on dues. Wheeler asked whether this was an unusually large number of members in arrears. Streit noted that it was not and that the number is really much smaller because it reflects a number of members who are only in arrears for one month.

Madigan asked which of the restricted funds have specific donor-imposed restrictions. His reference point is page two of the income statement. McClelland responded that Tom Dudley, donor of the Dudley Fund, specified that the fund's income was not to be used for Chorus annual operating costs, but rather to offset grants to members. The other funds had no donor-imposed restrictions but were set aside as restricted funds by the FCPAA Board. The income from these other funds will be applied to purchase the computer and to provide scholarship grants to members.

Brayton also noted that there are restricted funds for specific projects such as the CD fund. The restricted CD fund will not be carried onto the balance sheet for fiscal year 1995.

McClelland's financial notes indicated that photocopying and printing costs were over budget. Streit asked why that was. It appears that printing of the CD cover was particularly expensive. Dorr added that in the previous fiscal year, GMCW had been fortunate to have a lot of printing costs donated.

Gerard asked about GMCW's investments. McClelland responded that the stock market did not do as well as expected. He stated that the executive board, after much agonizing, initially decided to let the funds sit in a checking account with the broker Meyers-Pollak because it did not want to completely withdraw funds from the account to avoid formal loss recognition. The executive board then decided to invest in Blue Chip stocks and our account now holds dividend-paying stocks in Ford Motor Company, Humana, and two oil companies. The executive board agreed that a stock will be sold when it appreciates 25 percent or when its value falls a specified percentage. Applying these guidelines, we recently sold one of our stock holdings for an approximate \$1,200 profit.

de Keyser asked what are the rehearsal expenses listed under indirect costs. McClelland responded that they include salaries for GMCW staff and rent for rehearsal space at New York Avenue Presbyterian Church, etc, but do not reflect the cost of any commissioned works. The rehearsal revenue is the reimbursement made by GMCW members for camp.

Motion to accept the financial report: Brayton. Second: Fiorito. The motion unanimously passed.

PRODUCTION REPORT

Wheeler delivered the report. To his knowledge and based on conversations with Holloway, there will be no technical rehearsal on Thursday, June 16, that the Chorus must attend.

The Chorus will rehearse with the synthesizers at this Sunday's rehearsal. Jim Peterson will deliver the synthesizers to Lisner on Friday, June 17, at 3:00 P.M.

Risers will probably be delivered to Lisner late Wednesday afternoon or early evening. Eric Korpon will build the platform to accommodate all of the singers on stage. He proposes to start putting up the platform on Thursday evening from 6:00 to 9:00 P.M.

GMCW will hold dress rehearsal on Friday at 7:00 P.M. GMCLA singers arrive at National at the same time as our dress rehearsal which means GMCLA cannot participate in the Friday dress rehearsal. (The scheduled arrival of GMCLA was handled by GMCLA's then executive director.)

This means that there will be a morning rehearsal at Lisner with a 10:00 A.M. call for both choruses. Wheeler acknowledged that this would make for a grueling day. The break for GMCW is scheduled for 2:00 P.M., but it is expected that it will be earlier. GMCLA must return for an afternoon rehearsal. Performance call for both choruses is 7:00 P.M.

Wheeler noted that this is a work in process and will require everyone's, patience, understanding, and fullest cooperation.

It is hoped that the after concert tear down will take no more than an hour. As happened at the previous concert, it is not anticipated that any GMCW member must make the trip to Levine after the tear down. Professional movers will do that. Wheeler asked for questions. There were none. There was a segue into Ziskind's L.A. report.

L.A. TRAVEL REPORT

Boykin noted that Friday night and Saturday morning rehearsals were a lot to ask. Ziskind agreed but noted there were conflicts between rehearsal schedules and the very full season this year that GMCW's Board agreed to undertake.

Ziskind delivered the report, announcing that Holloway wants to provide some kind of light snack break during the Saturday morning rehearsal, probably around noon. Ziskind and Wheeler have considered various ways of accomplishing this.

Ziskind noted that because of their late arrival, some on Wednesday, the rest on Friday night, the L.A. people will be suffering jet lag.

On Friday, the two buses bringing the L.A. people from National will stop at Lisner Auditorium so that L.A. chorines who are staying with GMCW members can meet their hosts. This is thought to be easiest on affected GMCW members.

L.A. has faxed us a list of who is attending the party and it will be turned over to Darrell Lewis.

Andrew Smock and Dan Kaufman are working on GMCLA's welcome packet, which contains a Starbucks bag, a concert program listing, taxicab directions from their hotel to Lisner, and area restaurant listings.

Ziskind announced that GMCLA must be at Lisner at 5:45 P.M. on Saturday for a rehearsal from 6:00 to 7:00 P.M.

Ziskind noted that all but a few small bills in connection with the L.A. trip are paid.

Ziskind will meet our flight when it arrives at L.A. International Airport. Everyone staying at the Bel Age must sign in.

Wheeler will put together a gig sheet for us in L.A.

Ziskind stated that we have no responsibility with regard to GMCLA's departure for New York, except that courtesy dictates that GMCW hosts help their GMCLA guests get to Union Station.

The hotel where GMCLA will be staying is, for the moment, a Marriott Courtyard is located near California Avenue just across from the Hilton Hotel on Connecticut Avenue.

Madigan asked whether GMCW had any liability on the two-way travel. For example, what happens if someone slips on a banana peel. It depends on where the accident happens. If it is on a plane or in a hotel, they are responsible. We have liability insurance to cover someone falling off the risers or if the risers collapse.

Ziskind received many cheers for an outstanding job.

REPERTORY ADVISORY COMMITTEE

Streit announced that there would be no report but everything is going along peachy at the moment.

de Keyser noted that not all of the music is being completely rehearsed, namely that for our first set. Madigan noted that once music is in our repertoire, there is an assumption that once GMCW sings it, the entire Chorus knows it. This is not the case, especially with new members and some members who may have missed the concert at which GMCW originally sang the piece.

Streit noted that members have been instructed not to sing a piece in which they are not proficient. He added that this season, GMCW consciously took on more than ever before, i.e., recording our first CD, which took a big chunk of rehearsal time. It is a decision we

must now live with. Streit promised to bring concerns to the attention of the music staff for future action.

Boykin stressed that although Membership had concerns on music issues, he believes it is inappropriate to discuss music matters with Holloway at Board meetings. Boykin wondered when would be an appropriate time to discuss such matters.

Ziskind noted that Holloway is an employee and answerable on matters of job performance.

It was suggested that a meeting be scheduled with Holloway and the music staff.

de Keyser noted that while the sectionals for the Spring concert happened too late to be of much help, the sectionals for the Pride concert were scheduled in plenty of time and have been very helpful.

Fiorito wondered if Membership could repeat last year's survey and ask members what worked for them musically and what did not. Boykin noted that the Membership Committee does not feel that it is its responsibility to ask the membership what music they like.

McClelland thinks a survey should be included with the letter that will inform each member whether their next musical review will be in one, two, or three years. This prompted discussion of what McClelland was talking about. Brayton noted that the letters on the next vocal review have not been sent. Boykin stated that he has periodically asked Holloway to provide Boykin with the information so the letters can be sent. Holloway has promised the information and Boykin will send the letters when he receives the information. Streit noted that Boykin has been working diligently on this.

Dorr suggested a music debriefing at our July Board meeting. He also noted that we are only ten days out from our next concert and there is little we can do now, so he suggests that we all approach the concert with a positive attitude.

Madigan noted that he has heard many good comments on how helpful the L.A. rehearsal tapes have been.

Boykin stated that he would be glad to pass a one-page survey to the membership subject to review by the next Board president. Boykin added that he favored a half hour of discussion of music concerns at the July Board meeting or as part of the Board's annual retreat, especially a discussion of what went right/wrong during this season.

Ziskind noted that the Board approved the season and that Holloway only makes suggestions. Because the Board approves, it has the responsibility to overcome problems. Ziskind agreed that we took on too much this season and suggested that we remember that for next

year and maintain a positive outlook for now. de Keyser said that when he arrived late for last week's rehearsal, what he heard sounded good.

Gerard noted that at a Marketing Committee meeting (after Our Show of Shows), the committee discussed the fact that the Chorus consistently underestimates itself and in recent experience it always does well in the crunch. Gerard suggested that we review our Mission and see where we are going with it.

Smith suggested that the retreat was a good place to discuss these matters.

MEMBERSHIP REPORT

Boykin delivered the report, announcing that so far over 250 people will attend the after-concert party. The estimated attendance has been increased and 35 paying guests are expected. The increased cost will come out of the amounts paid by the paying guests.

The annual awards party will be at the Lyceum in Alexandria, Virginia. Boykin clarified for Wheeler that no change of the party site is under consideration and that Capital Club members will receive a mailing concerning the party.

FUNDRAISING

Fiorito delivered the report, announcing that he expects a small profit from the phonathon. The goal was to establish a fixed base of small donors to provide Capital Club with a potential pool for donors of larger amounts in the future. Fiorito stated that Larry Cohen did a tremendous job organizing, writing letters, preparing a detailed budget, and involving the membership in the phonathon.

Regarding raffle tickets, Fiorito anticipates that their sale will raise the same amount (\$2,000) as last year. According to Gerard, so far \$1,200 worth of tickets have been sold. The drawing will take place at intermission.

The fundraising deck party at the home of the Davids Streit/Cooper will be this coming Saturday at 4:00 P.M.

Fiorito announced that he will issue his final fundraising pie chart this Sunday, June 12th, at the Board's annual meeting.

MISSION STATEMENT

Brayton presented the finalized mission statement for the Board to decide how it will be ratified. He acknowledged that format corrections will have to be made. He presented the same mission statement with the same words but in two different formats. For the

benefit of Board candidates, he noted that the drafting of the mission statement came out of work done at the last Board retreat.

Madigan noted that in light of the importance of membership buy-in, perhaps the Board was not proactive enough in presenting to the membership the values to be included in the mission statement. Therefore, Madigan suggested that we solicit membership comments on the proposed mission statement. It was noted that the membership has already had its chance to do just that. Madigan stated that there were only a small number of comments and he was informed that was not unusual. Dorr stated that it makes sense for the Board to bring closure on this because the next Board will have new members and that will just invite another extension of a process that started five years ago.

Boykin moved to accept the mission statement. Second: Gerard. The Board unanimously adopted the Mission statement. Consensus favored a bulleted format. Brayton said the finalized version would be ready Thursday (tomorrow) by 3:00 P.M.

Finance and Investment Committee

Dorr delivered the first report of this newly formed committee. The committee achieved its first agenda item in that the Board approved GMCW's Mission Statement.

Other agenda items include work on a two- to five-year plan, obtaining officer/director insurance which may only cost \$500 annually for \$1,000,000 coverage.

Other Business

de Keyser suggested that the new Board members receive a copy of the bylaws. He was referred to his Membership Handbook, which everyone has and which contains the bylaws. This discussion led Madigan to remind the Board that the Membership Handbook should be revised this year because several sections need updating. The Membership Committee is working on a revision.

President's Report

Streit stated that it has truly been a pleasure to work with this Board, adding that its members are never thanked enough for their outstanding achievements. Nonetheless, he hopes that in some small

way the Chorus appreciates all the efforts of board members. He noted that it has been a long arduous year.

Boykin stated that he has reflected upon the richness of the Board members who are now stepping down, namely Brayton, Dorr, and Ziskind, whose shoes will be impossible to fill. Ziskind responded

that he has no problem leaving the Board at this time because he knows GMCW will continue to grow.

Dorr then reminded the Board about the format for the annual meeting, the agenda, and who will be delivering reports. He noted that the official end for this Board is midnight after the Pride concert. The bylaws provide for an extension of the existing Board.

Brayton moved that we extend this Board's term to midnight June 30, 1994. Second: Dorr. The motion was unanimously approved.

Motion to adjourn the meeting: Brayton. Second: Fiorito. The motion unanimously passed and the meeting adjourned at 9:13 P.M.

Submitted by: Robert G. Wheeler
FCPAA Secretary
June 21, 1994